


*I can  
feel  
the  
love*







*I was nine years old in the orphanage. One day they asked some boys and girls to stay in a line. We were asked one by one, **'Do you want a mother?'** One said **'No'**, the other one said **'No'**, but I said, **'Yes, I want one.'** So my mother chose me. Our house was old and smaller, but I loved it much more than the orphanage. **I can feel the love.***

One of the first foster children in Shanghai recalling their earliest memory when leaving the orphanage.

*Care for Children has changed the world in terms of modern childcare practice. I think we have here a model which enables future generations to be family centred rather than institutional centred.*

Lord Laming  
House of Lords





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*Such an **inspiring story of bringing hope and love** into so many vulnerable young Chinese lives... **I admire Robert and his family** so much for all they have given.*

**Bear Grylls**  
**Care for Children Ambassador**



# 1 Executive Director's message

This year has been a big challenge for all of us. Only through good families are we able to get through this together - families make the difference. I want to thank the families of all our team members, the families of our trustees and the families of our funding partners in their help to get *Care for Children* through the year.

Last year, as the COVID-19 pandemic began, we were all instantly affected with our teams in Thailand, China, Vietnam and Cambodia. From school closures to lockdowns, from suffering economies to new protocols on how we could go about our daily lives, no one's life went untouched. What wasn't clear to many was that there was also a growing and yet hidden pandemic among children. A recent report has found that 2 million children have experienced the death of a parent or grandparent caregiver. That's one child experiencing loss every 12 seconds.

The report casts an alarming picture of the needs facing children globally, and it also shows how now is the time to promote family strengthening, to ensure that children do not needlessly end up in orphanages or institutions. We have learned from history that orphanages are not the solution to care for orphans and vulnerable children, so we must act now in order to protect children.

It was in Bangkok, Thailand, that the heart-warming story hit national news: the tragedy of twin girls who orphaned when their mother died of COVID-19, were able to soften their dreadful loss when they were placed directly into a family rather than an institution!

In October, Hodder (London) released '*As Many As The Stars*' a book about our family's journey in China over the last 20 years to help China set up a family placement system that has placed over one million children back into Chinese families. The book is available from Amazon.

We have also finished a 60-minute documentary feature called '*Children of Shanghai*'. Narrated by Bear Grylls, it documents the transformational outcomes of six children who were placed into families twenty years ago in Shanghai during the pilot project stage of *Care for Children's* work in China. We are excited about releasing it to the world in 2021!

As we are getting to grips with the fact that children need families, there has never been a greater time to get behind *Care for Children* as we digitalise our methodology and training with a new push to see governments around the world develop family placement as a positive alternative to institutional care.



**Dr Robert Glover OBE**  
Founder & Executive Director



***It's so rare in this age  
where everyone is quick  
to speak and quick to talk  
to draw more attention to  
"me", to find people [like the  
Glover family] who say  
"I am going to devote 20  
years of my life to help".***

Francis Chan  
Care for Children Ambassador  
Author of *Crazy Love*



# 2 Vision, Mission & Model

## Vision

To see 'A world of **children in families!**'

## Mission

To serve governments of nations to pioneer a positive alternative to institutional care by placing children into local, loving families in the community (fostering and adoption).

## Model

The core focus of *Care for Children's* work is to re-train institutional childcare staff to become family placement workers in the local community to place children into local families, and subsequently free up space and resources for the local authorities to offer a wider range of childcare services and preventative measures.





## Theory of Change

*Care for Children* enables transition from institutional care to family care

Staff retrained and children placed in families

Preventative services grow

Institutions become community hubs

Children's services transformed & money saved

## Methodology

### 1. Strategic

Work in partnership with national government authorities for systemic change.

### 2. Developmental

Support grassroots implementation with local government to deliver real-time results.

### 3. Sustainable

Develop country-specific training programmes to ensure long-term success.

## Stakeholders

### 1. Governments

*Care for Children* recognises a government's responsibility to protect its citizens. All of *Care for Children's* country projects are established and managed with an MOU at Ministry level, and implemented with local government.

### 2. Children

*Care for Children* focusses on seeing children in care moved into families as a positive alternative to institutions. All of *Care for Children's* work from government relations, to training, to fundraising, is shaped by reaching this goal.

### 3. Families

*Care for Children* recognises families as the real 'heroes' of family placement work, meaning their support is critical to the success of good, long-term placements. Prospective and experienced families are frequently involved in *Care for Children's* training activities, together with family care workers.

### 4. Family placement staff

*Care for Children's* professional approach is based on retraining institutional care staff to become family placement workers who are able to manage the transition of children from residential care into local families, with a particular focus on permanence. This is a specialist field of work within the alternative care spectrum, but the greater, indirect impact (i.e. theory of change) can lead to improved child welfare services and preventative measures for all children.

# 3 Track Record

*I expect nothing but  
**greatness from this  
purpose-driven team  
of servant leaders.***

Ilaria Chan  
Group Adviser  
on Tech & Social Impact,  
Grab



**From 1998, *Care for Children* supported the Chinese government to transition from an institutional care system to a family care model for orphans and vulnerable children. The government took on the responsibility for implementing family care, while *Care for Children* provided consultation and training, empowering government staff to ensure the quality and sustainability of the project.**

*Care for Children* also provided technical support and seed-funding in the way of government matched family allowances (50%) to build models of best practice and design, and deliver a national family care training programme. This empowered the government to enact legislative support for family care in 2015, and by 2018 the Chinese bureau of statistics revealed that over one million vulnerable children were living in families instead of institutions.

Following invitations from a number of governments across Asia, *Care for Children* has also gone on to develop successful programmes with the governments of Thailand and Vietnam.





# 4 2020 Project

## China

The China project successfully moved into a new era of work designed to pioneer *Care for Children's* digitalisation developments that are critical for our new vision to see 'a world of children in families'.

The project team was downsized to focus on specialist roles, now with a focus on overseeing quality control and management of *Care for Children's* training resources and programmes online.

Four national centres of excellence in family placement have been carefully selected to work with *Care for Children* in Yinchuan (North), Chengdu (Central), Kunming (South West), and Nanning (South).

## Thailand

In 2020 *Care for Children's* target groups for training expanded again to include foster family workers from Child Welfare Homes, Shelters for Children and Families, and the Provincial Office of Social Development and Human Security in six provinces: Chiang Mai, Lampang, Nakhon Si Thammarat, Nonthaburi, Khon Kaen and Buriram.

These six provinces are part of a government pilot project to further expand the scope of foster care, so that family-based care will not be limited only to provinces that have Child Welfare Homes.

2020 became the first year in which the government included family placement services as part of their annual review of Child Welfare Homes.





# achievements

## Vietnam

The two pilot institutions in Hanoi and Thai Nguyen have been prepared for their first family placements in accordance to Vietnamese law. Following the completion of the core and foundation training programme for all government agencies, this involved direct work with local government, and on-site training at the institutions.

The first child assessments took place to identify children suitable for a family placement, and a local recruitment process for foster parents began in each location.

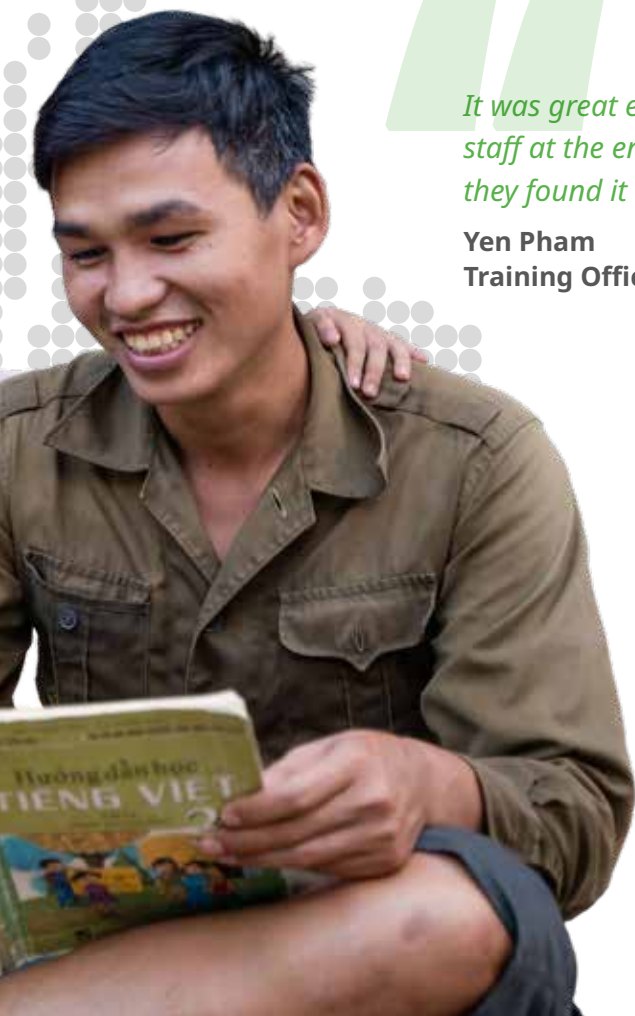
By the end of 2020 each pilot project was fully prepared to place the first children into families.

## Cambodia

Following the national family placement conference in Phnom Penh, October 2019, *Care for Children* has established a permanent presence in the city, working closely with the government to register as an NGO, set up an office, agree a working partnership and launch the project.

*It was great encouragement to see the happy faces of the orphanage staff at the end of our on-site coaching session on child assessment as they found it helpful for their work.*

**Yen Pham**  
Training Officer



# Rising to the Covid challenge

*Care for Children's* country project teams have had to think on their feet over the last 12 months, rearranging their calendars, changing training programmes, and adapting to a more online approach to their work. There are internet hiccups here and there but for the most part the training has gone ahead according to our original schedule.

As we continue to develop our digitalisation tools and strategy (which we started before COVID!), for our new vision for 'A world of **children in families**', we have also found it a useful insight into how online training could be managed.

Following are some reflections from 2020:

## **Relationships are still our priority**

Online training is making it possible to not only do the training, but also continue and even build relationships with the participants, even though we are not able to meet together in person. We can see that everyone is getting much more adept with their on-line training skills too!

## **Extra effort on both sides**

One day the internet went down during a training session. Our training team had to request that the training be postponed that day, and were delighted when all the participants were willing to change their own schedules so we could fit the training in on another day.

## **Making it fun**

Participants have expressed that they enjoy the training and our novel training atmosphere. Lots of fun tools, such as apps are used to make the training engaging and keep interest high. We have quizzes and competitions throughout the training and at the end of the training week those who have earned prizes can expect to get a little surprise in the mail!

## **Keeping it real**

Case studies are used so that the participants can see how the theory of running foster care is carried out in practice. For example, participants use these case studies to plan how they would run a foster care program. It is a great way to practice all the intricacies of doing recruitment, assessment, care planning, child and family preparation, follow-up and contact with birth families. We get lots of positive feedback from the participants and comments about how much they enjoy working with the case studies. They use the same case throughout each process, and it's common to receive feedback from participants commenting that they almost feel like they personally know the child and family by the end of the training.

## **Staying creative**

In one case in the Thai project, the training team were surprised and delighted to see how well the participants did at creating an online life story book. When they do this activity in person they can sit and cut out photos and draw, but since working online they have to use a different set of tools and skills – and the results were very impressive.



*Our teams have adapted, innovated and tirelessly continued to serve our government partners and the families amidst the global pandemic.*

**Phill Gray**  
Head of Group Operations



# Significant events and developments



## *Children of Shanghai* Documentary

*Children of Shanghai* documents Robert and Elizabeth Glover's return to Shanghai to meet some of the very first orphans who were placed into families over 20 years ago, and the remarkable story of transformation and success that living in a family made to their lives.

A huge amount of work has gone into expanding the original 20 minute taster documentary, into a fully developed 60-minute documentary feature. The hard work paid off with an acquisition deal for SKY TV for UK & Europe.

*Children of Shanghai* will be available in 2021 on SKY TV and vimeo On Demand.

For more information please go to: [childrenofshanghai.com](http://childrenofshanghai.com)

## *'As Many As The Stars'* book published

In October, *Care for Children's* Founder & Executive Director released his book '*As Many As The Stars*', published by Hodder in the UK. The book tells the story of Robert's early life and his move to China with his family in 1998 to begin *Care for Children*.





*We look forward to showing the amazing stories in 'Children of Shanghai' to the world in 2021.*

**Matthew Gao**  
Head of Group Communications



### Digitalisation update

This year we have taken our written training and made the first steps towards digitalising it. We have created a digital platform as we prepare for our training to go online, and the groundwork has begun for the development of our first eight training videos.

In order to create video content of the highest quality, we have partnered with an experienced and well-regarded media company to ensure that this tool is being made with excellence. Our work to date has involved a careful process of adapting training content into separate scripts ready for presentation in front of camera, as well as the creation of some of the visual elements for these videos. Interviews are also being prepared with foster-carers and government officials who are able to bring real life experience to the theoretical concepts that are being taught in our training.



### Project Data Tool (PDT)

As *Care for Children* expands, we have recognised the need to centralise our project data into an online tool that can be accessed and managed across all our project sites. Instead of outsourcing the work, we utilised the skills and expertise of our staff, particularly our Systems Project Manager, Graham Hammond, who also takes care of all of *Care for Children's* IT needs. We successfully designed, developed and launched the Project Data Tool all in 2020, and all in-house!

*In 2020 we developed Phase 1 of our online Project Data Tool (PDT). The PDT is our centralised, private and online database that allows staff to pool details of key data, allowing us to compare and monitor progress, spot trends, assess internally, and inform a variety of reporting requirements.*

**Graham Hammond**  
Systems Project Manager



*Seeing the light return to sad and dull eyes and the **smiles return to their little faces** as they settle into a foster family reminds me of how important it is for children **to be in a family.***

Foster parent  
Thailand

# Stories from the field

## Vietnam

### Feedback following Vietnam's first child assessments for family care:

*"Through technical support and onsite technical coaching sessions by Care for Children's expert team, our child assessment team were equipped with more knowledge and techniques on how to conduct proper assessments that are suitable for each group of children. The staff's capacity has been enhanced in terms of implementing family placement for children under special circumstances in general, and in child assessment capacity in particular; hence, our child assessment work was carried out smoothly and effectively."*

**Ms Phung Thi Thom**

**Deputy Director**

**Thai Nguyen Social Work and Social Protection Centre**

## Thailand

*"Being a foster mother has been such a gift in my life. Being able to provide a loving home to children gives me such joy and it is so rewarding."*

**Quote from foster parent**

*"I went to Care for Children's family conference in China and it inspired me to come back and make family placement work for Thailand. If one of our neighbouring countries can do family placement with so much success, then so can we. "*

**Mrs Teppawan Pornawalai**

**Inspector General**

**Office of the Permanent Secretary**

**Ministry of Social Development and Human Security**

*I love working for Care for Children. We are tackling the urgent needs of some of the world's most vulnerable children with a huge vision and sustainable strategies – it's where every international development organisation aims to be.*

**Thomas Abbott**

**Group Head of Projects**









# China

## Wenwen's story

Wenwen is a healthy 18-year-old woman, with a clear sense of direction and purpose. But her life could have been very different if it wasn't for a combination of compassion, good care planning, and loving support.

She was abandoned when she was very young, and found by an elderly couple, 'Grandpa and Grandma Hao'. Grandpa Hao contacted Taiyuan Social Welfare Institute (SWI) for their advice, and when Grandpa and Grandma Hao shared with the staff at Taiyuan SWI that they were willing to care for Wenwen, they were shown how they could become her foster parents. It was a successful placement, and Wenwen enjoyed a healthy and stable early life with her 'Grandpa and Grandma Hao'.

However, in 2016, it became clear that Grandpa and Grandma Hao's old age was beginning to limit their ability to care for Wenwen safely. The social workers communicated with them, and

listened to everyone's feelings and thoughts. After several meetings, and careful planning, Wenwen moved to a new family during the summer vacation of her last year in middle school. Both of her new foster parents work in a school, and they lost their only child in an accident. Her social workers help her keep in regular contact with Grandpa and Grandma Hao.

Wenwen did experience some difficulties in coping with academic tasks in her new school, but her family took good care of both her life and study. During the college entrance examinations, which are a particularly challenging time for students in China, her parents made extra efforts to support her. Social workers continued to make home visits to understand the needs of both Wenwen and her foster parents, often helping to coordinate resources they needed. With the help of her parents and social workers, as well as through her own resilience, Wenwen's academic performance improved, as did her interest in learning. Wenwen has just finished taking her college entrance exam, and says she wants to major in history.

*Wenwen's story is a beautiful example of what can happen when a family's compassion is supported with the scaffolding of a well-functioning foster-care system.*

**Tim Taylor**  
Group Head of Training



# 5 Future Plans

*If it's taken 20 years to place  
**1 million children in families**,  
just imagine the rate of  
increase if that training  
material is taken online!*

Richard Garnett  
Actor & Businessman

## Global urgency

**The majority of the world's 193 countries remain overly reliant on institutional care.**

Many governments are making efforts to promote alternative care for orphans and vulnerable children but are unable to create and sustain effective social care structures to support this. Globally, the pace of change remains too slow to meet the urgent needs of the 8 million children believed to be living in institutions worldwide.

Care for Children



A world of children in families

# A new, global strategy

**A global need requires a global vision with a global strategy.** At *Care for Children*, we are digitalising our entire training programme and practitioner tools into a new digital and online platform called '*My Family*'. '*My Family*' will provide a powerful universal training package that is adaptable, agile and effective to serve multiple countries at once. Our mission to place orphans

and vulnerable children into families remains the same, but our vision is now projected onto a global scale. We are encompassing over 20 years' experience of communicating with governments, empowering local practitioners, and supporting families into '*My Family*' that will enable us to achieve our vision to see 'A world of **children in families!**'.

There are **8 million** children believed to be still living in institutional care worldwide





# 6 Governance, Fundraising & Finances

*Our founder's clear vision and aims inspire the Trustees to facilitate the charity's continuing work and its expansion of such work. It's a privilege to be a trustee of such a successful and well run and regulated charity.*

**Michael Bonehill**  
UK Board Member

## Governance

In accordance to the laws and regulations of each of the countries in which *Care for Children* is registered as a charity, the organisation is fully compliant with the necessary governance and accountability guidelines.

### Project Support

*Care for Children* is a registered charity in England and Wales, the USA, Hong Kong and Thailand in order to diversify fundraising opportunities. The Finance and Fundraising offices work together to raise and manage the funds that support our project work.

### Project Offices

The Project Offices and training teams are based in Beijing, China, Chiang Mai, Thailand and Hanoi, Vietnam. These offices work in direct relationship with *Care for Children's* government partners and are responsible for launching, managing and evaluating all aspects of *Care for Children's* project work.

Our three boards of trustees (directors) exist in the UK, Hong Kong and the US, and are responsible for helping to clarify our vision and monitor legal and financial compliance and controls. Dr. Robert Glover OBE, *Care for Children's* Founder & Executive Director, is a member of each board of trustees.

## UK Board



**Jon Scott**  
ITM



**Keith Hilton**  
Print Industry (retired)



**Sue Johns**  
Charity Director



**David Devenish**  
Civil Service



**Michael Bonehill**  
Edwards Duthie Solicitors



**Mark Stolkin**  
Property Investor



**Edward Amies**  
Investment Banking



**Lorne Armstrong**  
Event Academy



**Nick Chance**  
Former PPS to  
HRH Prince Michael

## Hong Kong Board



**John Snelgrove**  
Pastor



**David Liao**  
CEO HSBC China



**Ilaria Chan**  
Group Adviser  
on Tech & Social Impact,  
Grab



**Samuel Song**  
Pastor



**Ben Liang**  
Magusta Group

## USA Board



**Roy Lee**  
Meriton East



**Kenneth Higgins**  
Santek Environmental



**Annie Presley Selander**  
ACE Publishing LLC



**Richard Hastings**  
St. Luke's Health System  
(retired)



**Evan Chuck**  
Bryan Cave LLP



**Clair Fung**  
Real Estate Investor



**Jonathan Lim**  
Investment Advisor



**Larry Ross**  
A. Larry Ross



**Brad Davies**  
Hatch Fundraising



**Gabe Cooper**  
CEO Virtuous



**Warren Allan**  
President,  
Right Space Storage



**Amy Celico**  
Principal at Albright  
Stonebridge Group

*Robert Glover has gained  
our **support from all over  
China** and built a **very good  
relationship** with the **Ministry  
of Civil Affairs in China.***

Yan Mingfu  
Former Deputy Minister of Civil Affairs in China







# Fundraising

*Care for Children* actively fundraises in the UK and Europe, the US and Asia. Our fundraising sources include:

- Foundations and Trusts
- Corporate Partnerships
- Churches
- Individuals
- Events

If you require any further information regarding fundraising, please contact your relevant project support office directly or email *Care for Children* at: **info@careforchildren.com**

*My wife Eva and I are huge fans of Robert Glover and **Care for Children**; they have changed so many lives. Not just the one million children that they have supported placing with foster families, but also the lives of each and every one of those families.*

**Sonu Shivdasani**  
**Founder & CEO**  
**Soneva**

# Finance

*Care for Children* files its consolidated accounts with the UK Charity Commission and Companies House.

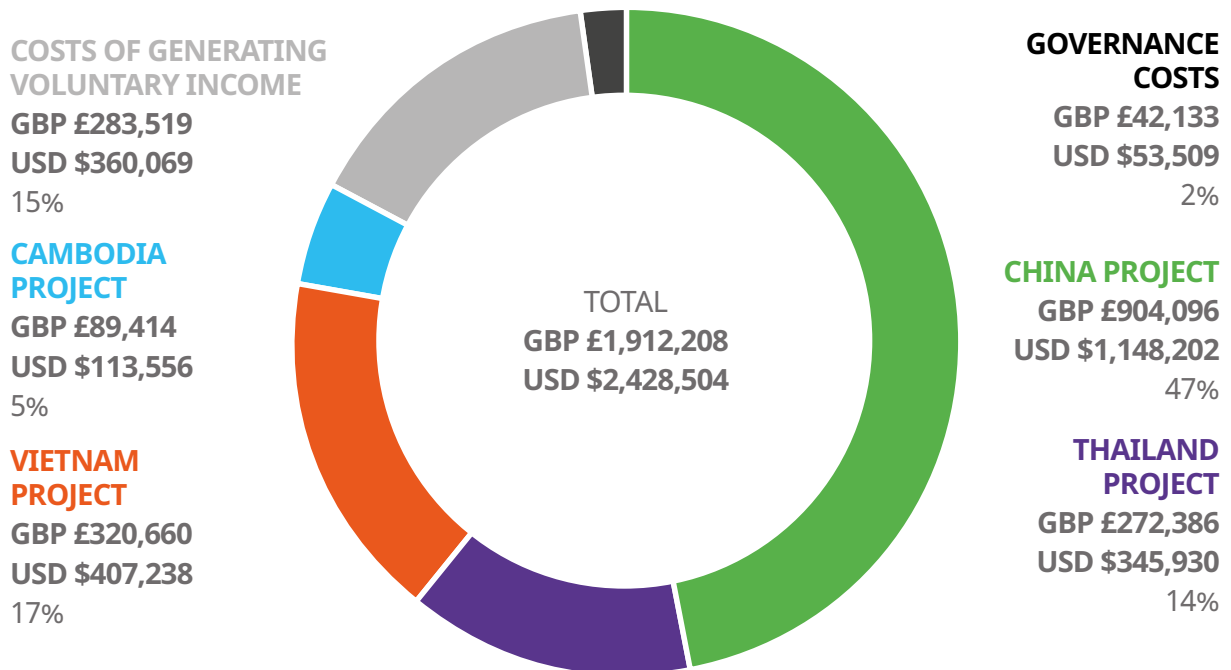
The financial year end is 31 December. The GBP expenditure shown on the opposite page is extracted from the full 2019 consolidated accounts.

These accounts have been audited by MA Partners Audit LLP in Norwich, UK.

The full 2019 consolidated accounts can be found at: [www.charity-commission.gov.uk](http://www.charity-commission.gov.uk). For further financial information, contact *Care for Children's* Group Finance Manager Nick Nundy at: **nick@careforchildren.com**



# 2019 Expenditure





# 7 Contact

## PROJECT SUPPORT OFFICES

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Would you like to receive regular updates about *Care for Children's* work? For regular updates direct from the field, as well as information about events in the UK, USA and Hong Kong, sign up at: **[www.careforchildren.com/signup](http://www.careforchildren.com/signup)**

Web: **[www.careforchildren.com](http://www.careforchildren.com)**  
Email: **info@careforchildren.com**  
Facebook: **/careforchildren**  
Twitter: **@careforchildren**  
Instagram: **@careforchildren**





***In just twenty years, a million orphans have had their lives transformed, and that is a generation of young people.***

Karen Mok  
Singer, actress  
Care for Children Ambassador



**Care for Children**



A world of children in families